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## Unit 5: Planning Process

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## Unit 5: Planning Process



**Visual Description:** Unit Introduction

### Key Points

Note the following points:

- ICS emphasizes orderly and systematic planning. The incident planning process allows the organization to divide incident objectives into tactical assignments for specific operational periods.
- The Incident Action Plan (IAP) is the central tool for planning during a response. This unit will cover the planning process and the IAP.



### Unit Objectives (1 of 3)

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Unit 5:  
Planning Process

Visual 5.2

**Visual Description:** Unit Objectives (1 of 3)

### Key Points

By the end of this unit, you should be able to:

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.



### Unit Objectives (2 of 3)

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.

Unit 5:  
Planning Process

Visual 5.3

**Visual Description:** Unit Objectives (2 of 3)

### Key Points

By the end of this unit, you should be able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.



### Unit Objectives (3 of 3)

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

Unit 5:  
Planning Process

Visual 5.4

**Visual Description:** Unit Objectives (3 of 3)

### Key Points

By the end of this unit, you should be able to:

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.



### Benefits of the Planning Process



What are the benefits of the incident planning process?

Unit 5:  
Planning Process

Visual 5.5

**Visual Description:** What are the benefits of the incident planning process?

### Key Points

Answer the following question:



**What are the benefits of the incident planning process?**

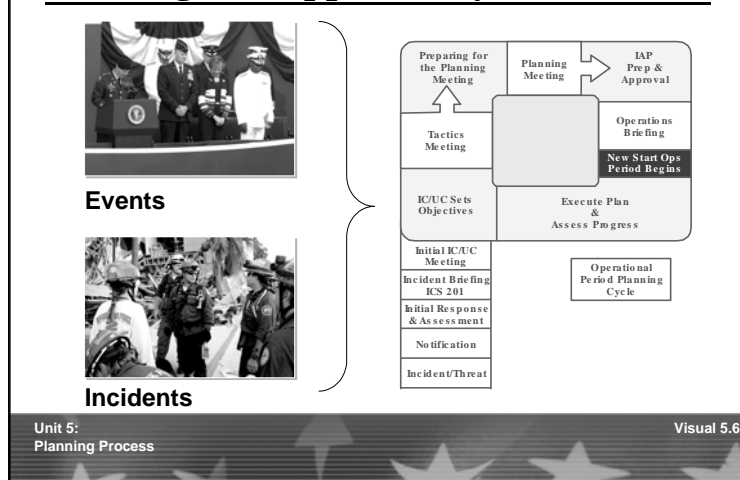


**Jot down situations that demonstrate the benefits of planning based on your personal experience.**





## Planning “P” Applicability



**Visual Description:** Planning Process Applies to Events and Incidents

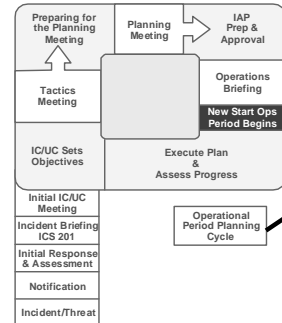
### Key Points

Note the following key points:

- Although there are differences between planning for events and planning for incidents, the planning process applies to both.
- Incident action planning is essential for a successful response to expanding incidents.
- The same process is just as critical for planning for planned events that are outside of an agency's typical day-to-day activities due to the event's size and scale.



## What's an Operational Period?



- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Common lengths are:
  - 12 or 24 hours for Type 1 and 2 incidents.
  - 2 to 4 hours for hazardous materials incidents.
  - Multiple days for relatively stable situations like debris removal from building collapses or landslides.

Unit 5:  
Planning Process

Visual 5.7

**Visual Description:** What's an Operational Period?

### Key Points

Note the following points:

- All ICS planning is designed around identifying accomplishments expected over a set period of time called the operational period.
- The specific length of time of the operational period varies based on a list of factors. These factors are:
  - Safety Conditions – Safety of responders, victims, and others is always the first priority on any response.
  - Condition of resources – Planning must be done far enough in advance to ensure that additional resources needed for the next operational period are available.
  - The length of time necessary or available to achieve the tactical assignments.
  - Availability of fresh resources.
  - Future involvement of additional jurisdictions or agencies.
  - Environmental conditions – Factors such as the amount of daylight remaining and weather and wind conditions can affect decisions about the length of the operational period.

(Continued on next page.)

Continue with the following key points:

- The Incident Commander will determine the length of the operational period with input from staff. In some cases, the operational period length may change from day to day based on operational and incident needs.
- Common lengths of operational periods are:
  - 12 or 24 hours for Type 1 or 2 incidents.
  - 2 to 4 hours for hazardous materials incidents.
  - Multiple days for relatively stable situations and recovery actions such as debris removal.
- Often, during the initial strategy meeting, the start times and end times for the operational period are established. As an example, for 12-hour periods, it may be 0600-1800. For some incidents, the starting time and duration of the operational period may have to be established at the planning meeting. There may be a need to fully integrate the results of the previous operational period before the next planning cycle can be established. This delay in establishing the operational period might be seen during the initial stages of an incident involving a hazardous materials release, where the results of the first entry might alter the approaches or need for subsequent entries.



### Who Does What?

**Command:** Develops incident objectives. Ensures Safety Analysis is completed. Approves IAP.

**Finance/Admin:** Conducts any needed cost-analyses.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

**Operations:** Establishes strategies and tactics to meet incident objectives.

**Planning:** Provides status reports, manages the planning process, and produces the IAP.

**Logistics:** Identifies the logistics requirements to support the tactics.

Unit 5:  
Planning Process

Visual 5.8

**Visual Description:** Who Does What?

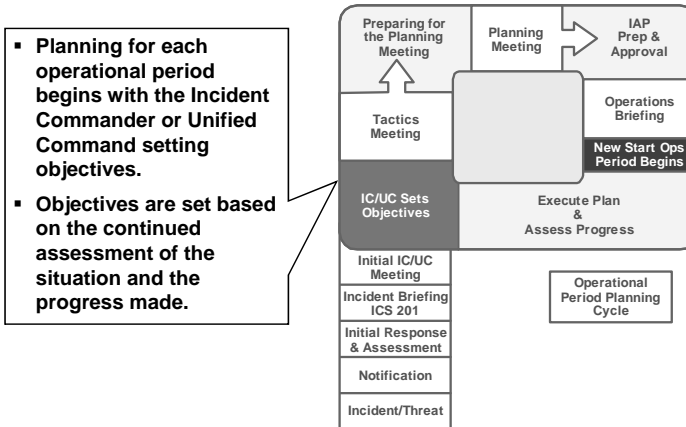
### Key Points

Refer to the chart below for information on the Command and General staff members' responsibilities for planning.

<b>Incident Commander</b>	<ul style="list-style-type: none"> <li>Provides overall incident objectives and strategy.</li> <li>Establishes procedures for incident resource ordering.</li> <li>Establishes procedures for resource activation, mobilization, and employment.</li> <li>Approves completed IAP by signature.</li> </ul> <p>With Safety Officer:</p> <ul style="list-style-type: none"> <li>Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics.</li> <li>Develops safety message(s).</li> </ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"> <li>Assists in identifying strategies.</li> <li>Determines tactics to achieve command objectives.</li> <li>Determines work assignments and resource requirements.</li> </ul>
<b>Planning Section Chief</b>	<ul style="list-style-type: none"> <li>Conducts the Planning Meeting.</li> <li>Coordinates preparation and documentation of the Incident Action Plan.</li> </ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>Ensures that resource ordering procedures are communicated to appropriate agency ordering points.</li> <li>Develops a transportation system to support operational needs.</li> <li>Ensures that the Logistics Section can support the IAP.</li> <li>Completes assigned portions of the written IAP.</li> <li>Places order(s) for resources.</li> </ul>
<b>Finance/Admin. Section Chief</b>	<ul style="list-style-type: none"> <li>Provides cost implications of incident objectives, as required.</li> <li>Ensures that the IAP is within the financial limits established by the Incident Commander.</li> <li>Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.</li> </ul>



### The Start of Each Planning Cycle



**Visual Description:** The Start of Each Planning Cycle

### Key Points

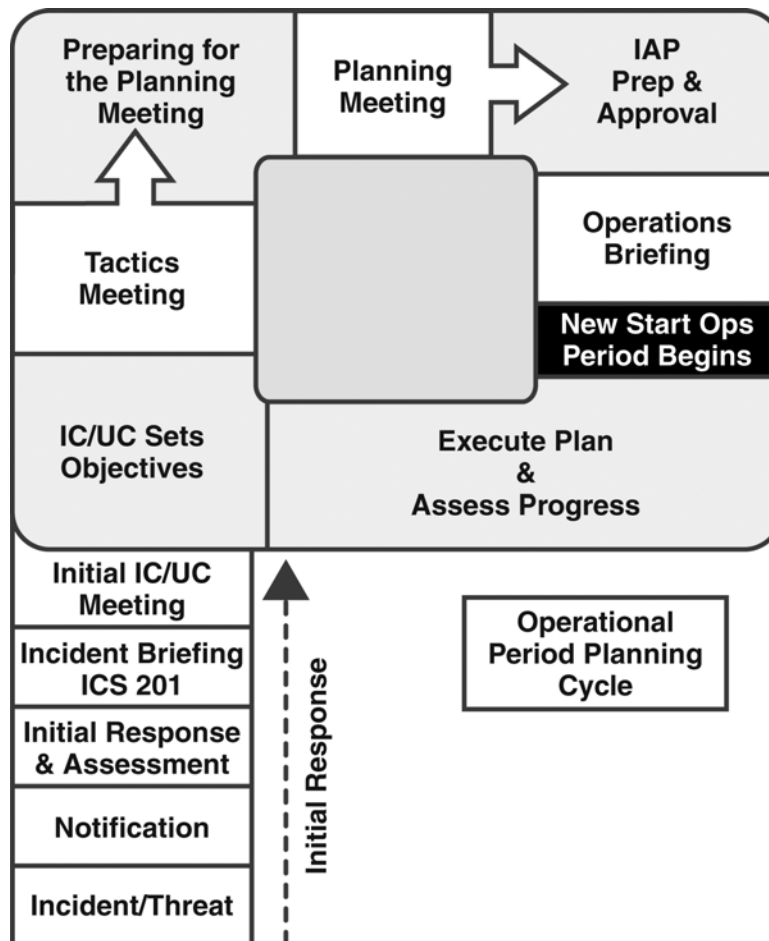
Note that the previous unit presented the initial response process (see the “leg” of the Planning “P”). This unit focuses on the planning cycle process that covers each operational period.

Note the following points:

- Incident objectives should be developed that cover the entire course of the incident. For complex incidents, it may take more than one Operational Period to accomplish the incident objectives.
- The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.
- The incident objectives must conform to the legal obligations and management objectives of all affected agencies.

Refer to the large version of the Planning “P” on the next page.

## The Planning “P”



**Caption:** The Planning "P" illustrates the incident planning process.

- The leg of the “P” describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins anew with IC/UC Sets Objectives, etc.

This unit begins with setting/updating the incident objectives.



### Assessing Current Objectives

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Unit 5:  
Planning Process

Visual 5.10

**Visual Description:** Assessing Current Objectives

### Key Points

Note that before each operational period begins, the incident objectives must be assessed and updated as needed.

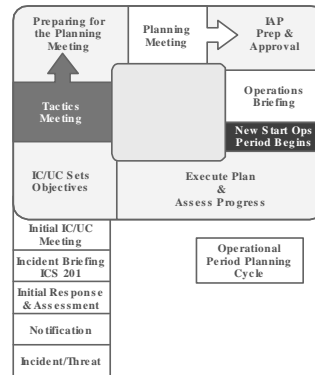
Refer to the following questions that appear on the visual:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?



## The Tactics Meeting: Overview

- **Purpose:** Review the tactics developed by the Operations Section Chief
- **Who Attends:** Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader
- **Who Leads:** Operations Section Chief
- **Documentation:** ICS 215, Operational Planning Worksheet



Unit 5:  
Planning Process

Visual 5.11

**Visual Description:** The Tactics Meeting: Overview

### Key Points

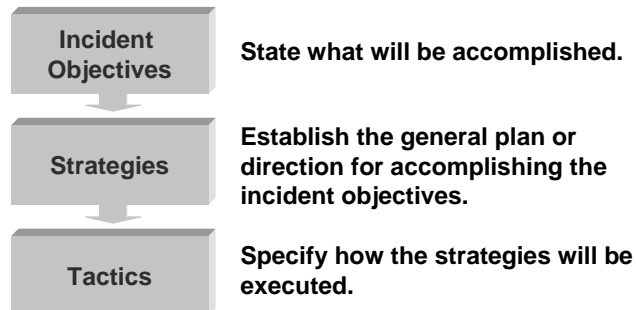
Note the following points about the tactics meeting:

- The purpose of the tactics meeting is to review the tactics developed by the Operations Section Chief. This includes:
  - Determining how the selected strategy will be accomplished in order to achieve the incident objectives.
  - Assigning resources to implement the tactics.
  - Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).
- The Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader attend the tactics meeting.
- The Operations Section Chief leads the tactics meeting. The ICS 215, Operational Planning Worksheet, is used to document the tactics meeting.





### Objectives, Strategies, and Tactics



Unit 5:  
Planning Process

Visual 5.12

**Visual Description:** Objectives, Strategies, and Tactics

### Key Points

The following points help define the relationship between incident objectives, strategies, and tactics:

- **Incident objectives** state what is to be accomplished in the operational period.
- **Strategies** establish the general plan or direction for accomplishing the incident objectives.
- **Tactics** specify how the strategies will be executed.



### **Developing Appropriate Strategy**

- **Generate a list of alternative strategies.**
- **Select the strategy that:**
  - **Is within acceptable safety norms.**
  - **Makes good sense (is feasible, practical, and suitable).**
  - **Is cost effective.**
  - **Is consistent with sound environmental practices.**
  - **Meets political considerations.**

Unit 5:  
Planning Process

Visual 5.13

**Visual Description:** Developing Appropriate Strategy

### **Key Points**

Note the following key points:

- First, the Operational Section Chief generates alternative strategies to meet the incident objectives.
- Next, the Operational Section Chief selects a strategy or strategies that:
  - Is within acceptable safety norms.
  - Makes good sense (is feasible, practical, and suitable).
  - Is cost effective.
  - Is consistent with sound environmental practices.
  - Meets political considerations.



### Executing Tactical Direction

- **Establish Tactics:** Describe what must be done.
- **Assign Resources:** Determine and assign the kind and type of resources needed for the selected tactics.
- **Monitor Performance:** Determine if the tactics and resources selected for the various strategies are both valid and adequate.



Unit 5:  
Planning Process

Visual 5.14

**Visual Description:** Executing Tactical Direction

### Key Points

Note the following points about tactical direction:

- Tactical direction describes what must be accomplished within the selected strategy or strategies in order to achieve the incident objectives. Tactical direction is the responsibility of the Incident Commander or the Operations Section Chief, if that position has been assigned.
- The Incident Commander or the Operations Section Chief gathers input from the Branch Directors and Division and/or Group Supervisors on alternative tactics. Gathering input is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can ensure understanding and enhance commitment.
- Tactical direction consists of the following steps:
  - **Establish Tactics:** Determine the tactics needed to implement the selected strategy. Typically, tactics are to be accomplished within an operational period. During more complex incidents tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.
  - **Assign Resources:** Determine and assign the kind and type of resources appropriate for the selected tactics. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.
  - **Monitor Performance:** Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.



### Sample Strategy and Tactics

**Objective:** Reduce reservoir level to 35 feet by 0800 tomorrow.

**Strategy #1:**  
Reduce/divert  
inflow.

**Strategy #2:**  
Release water  
from spillways.

**Selected Strategy:**  
Pump water from  
reservoir.

**Tactics:** Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

**Resources:** 5 crews with (3) 1,500-gpm truck-mounted pumps & (2) 500-gpm portable pumps

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Planning Process

Visual 5.15

**Visual Description:** Sample Strategy and Tactics

### Key Points

Note the following points about objectives, strategy, and tactics:

- The **objective** is: Reduce reservoir level to 35 feet by 0800 tomorrow.
- Three possible **strategies** are identified and one is selected: Pump water from reservoir.
- The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.



### Logistics Support Factors

**Why must personnel and logistical support factors be considered in determining tactical operations?**

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Visual 5.16

**Visual Description:** Discussion Question: Why must personnel and logistical support factors be considered in determining tactical operations?

### Key Points

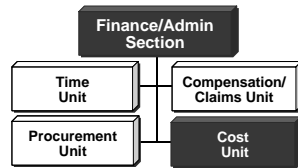
Answer the following question:



**Why must personnel and logistical support factors be considered in determining tactical operations?**



### ICS Organization: Cost-Benefit Analysis



The Cost Unit provides all incident cost analysis, including cost-benefit analysis, for the organization.

What are some factors that you consider when assessing the costs and benefits of a proposed tactic?

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Planning Process

Visual 5.17

**Visual Description:** What are some factors that you consider when assessing the costs and benefits of a proposed tactic?

### Key Points

The Cost Unit within the Finance/Administration Section provides all cost analysis, including cost-benefit analysis, for the organization.

Answer the following question:



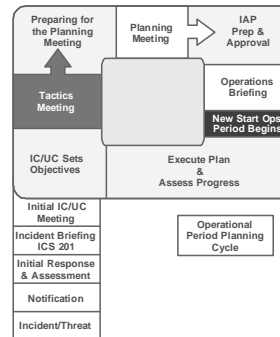
**What are some factors that you consider when assessing the costs and benefits of a proposed tactic?**



## Tactics Meeting Documentation

OPERATIONAL PLANNING WORK SHEET									
4. DIVISION / GROUP OR OTHER		5. INCIDENT NAME Winter Storm							
LOCATION		RESOURCE 1 (ENGINE/STREET)							
WORK ASSIGNMENTS		ENGINES		POLICE		SNOW		SAVING	
		1	2	3	4	1	2	1	2
FIREFIGHTING		1	2	3	4	1	2	1	2
Let Camp		1	2	3	4	1	2	1	2
Rescue		1	2	3	4	1	2	1	2
Rescue		1	2	3	4	1	2	1	2
Rescue		1	2	3	4	1	2	1	2

Operational Planning  
Worksheet,  
ICS Form 215



Unit 5:  
Planning Process

Visual 5.18

**Visual Description:** Tactics Meeting Documentation

### Key Points

The Operational Planning Worksheet is designed to document the results of the tactics meeting. Refer to the sample ICS 215 on the next page.

## Sample Operational Planning Worksheet, ICS 215

OPERATIONAL PLANNING WORKSHEET										1. Incident Name Winter Storm				2. Date Prepared 2-10 Time Prepared 1100				3. Operational Period (Date/Time) 2-10/11 1800/0600						
4. Division / Group or Other Location	5. Work Assignments		Resource by Type (Show Strike Team as ST)																6. Reporting Location	7. Requested Arrival Time				
			Engines				Police Officers		Snow Plows		Sanding Trucks			Dump Trucks				Front End Loaders			Other			
			1	2	3	4	1	2	1	2	1	2	3	1	2	3	4	1				2	3	
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" maximum accumulation.	Req							4										4				Public Works Shop	1700
		Have							4										4					
		Need							0										0					
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drilling. 6" maximum accumulation.	Req							3														Public Works Shop	1700
		Have							1															
		Need							2															
Sanding Group	Monitor for ice accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req									4								2				Public Works Shop	1700
		Have									4								1					
		Need									0								1					
9. Total Resources - Single		Req							9		4								6					
	Have							5		4								5						
	Need							4		0								1						
Total Resources - Strike Teams		Req																					Prepared by (Name and Position) Sandy Miller, Resources UL	
	Have																							
	Need																							



## Topic

## Determining Tactics



OPERATIONAL PLANNING WORKSHEET												1. INCIDENT NAME Winter Storm											
4. DIVISION/ GROUP OR OTHER		5.		RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)																			
LOCATION	WORK ASSIGNMENTS	ENGINES				POLICE OFFICERS		SNOW PLOWS		SANDING TRUCKS				Kind/Type Resources									
		1	2	3	4	1	2	1	2	1	2	3	4	1	2	3	4						
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation.	Req								4													
		Have								4													
		Need								0													
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drilling. 6" maximum accumulation.	Req								3													
		Have								1													
		Need								2													

**Visual Description:** Operational Planning Worksheet, ICS Form 215 (1 of 2)

## Key Points

The ICS 215 includes:

- Division or location.
- Work assignments.
- Kind and type of resource plus availability (Requested, Have, or Need).

## Topic

## Determining Tactics



**Operational Planning Worksheet, ICS Form 215 (2 of 2)**

2. DATE PREPARED 2-10 TIME PREPARED 1100		3. OPERATIONAL PERIOD (DATE/TIME) 2-10/11 1800/0600	
6. REPORTING LOCATION  Public Works Shop  Public Works Shop		7. REQUESTED ARRIVAL TIME  1700  1700	
DUMP TRUCKS FRONT END LOADERS OTHER		Kind/Type Resources Reporting Location and Requested Arrival Time	

Operational Period Being Planned

**Visual Description:** Operational Planning Worksheet, ICS Form 215 (2 of 2)

## Key Points

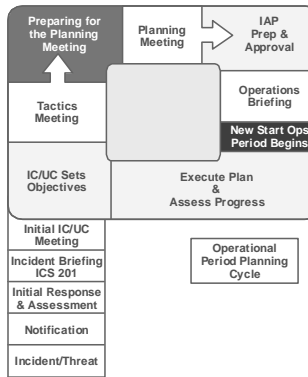
Note that the worksheet provides an area to indicate:

- Reporting location for resources.
- Requested arrival time of resources.



## Preparing for the Planning Meeting

- Analyze the ICS 215 developed in the tactics meeting.
- Review the Incident Safety Analysis (ICS 215A) completed by the Safety Officer.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.



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Visual 5.21

**Visual Description:** Preparing for Planning Meeting

### Key Points

The next step in the process is to prepare for the planning meeting.

The Planning Section coordinates preparations for the planning meeting, following the tactics meeting. These preparations include the following activities:

- Analyze the ICS 215 developed in the tactics meeting.
- Develop an ICS 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.



## Incident Safety

Incident management must ensure the safety of:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and the general public who are on scene observing the incident.



Unit 5:  
Planning Process

Visual 5.22

**Visual Description:** Incident Safety

## Key Points

Answer the following question:



**What are the most common hazards that responders face in the incidents you manage?**



### **Incident Safety Analysis**

**Incident Safety Analysis is used to:**

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Unit 5:  
Planning Process

Visual 5.23

**Visual Description:** Incident Safety Analysis

### **Key Points**

Answer the following question:



**What steps would you use to identify potential incident safety concerns?**



## ICS Form 215A, Safety Analysis

The Safety Officer or Incident Commander completes the Safety Analysis using ICS 215A for each operational period.

INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS		1. INCIDENT NAME	2. DATE	3. TIME
		Winter Storm	2-10	1100
LCES* and Risk Analysis (Lookouts, Communications, Escape Routes, Safety Zones)		RISK MITIGATIONS		
Impacted Organizational Element	Extreme Weather	Bio-Hazard	Hazmat	Driving
				Communications
				Other
				Other
				Other
				Other
				Other
Div A	X		X	
		Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves, hat when operating out of vehicle.		

Organizational Element at Risk      Hazards      Mitigation Strategies

**Visual Description:** ICS 215A

### Key Points

A sample ICS 215A can be found on the next page.

The ICS 215A, Incident Safety Analysis, is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period. The form provides information on:

- Incident work location.
- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.
- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS 215.

The objective of the Incident Safety Analysis is to identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed. The completed ICS 215A is displayed during the planning meeting.

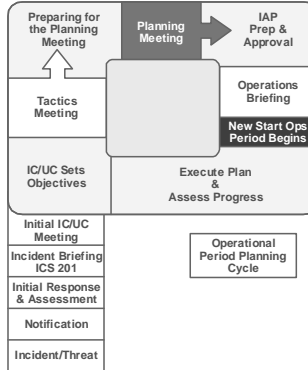
## Sample Incident Action Plan Safety &amp; Risk Analysis Form, ICS 215A

INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS						1. INCIDENT NAME Winter Storm					2. DATE 2-10	3. TIME 1100
LCES* and Risk Analysis (Lookouts, Communications, Escape Routes, Safety Zones)											Risk Mitigations	
Impacted Organizational Element	Extreme Weather	Bio-Hazard	HazMat	Driving	Communications	Other	Other	Other	Other	Other		
Div A	X			X							Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.	
Prepared by (Name and Position): Pam Wetzel, Safety Officer												



## The Planning Meeting

- **Purposes:** Review/validate the operational plan; identify resource requirements
- **Who Attends:** Command and General Staffs, other incident management personnel, agency administrator, and cooperating/assisting agency personnel
- **Who Leads:** Planning Section Chief



Unit 5:  
Planning Process

Visual 5.25

**Visual Description:** Planning “P” with the next step: Planning Meeting highlighted.

### Key Points

The planning meeting is the next step in the incident planning process. Note the following points:

- The planning meeting provides the opportunity for the Command and General Staffs, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief.
- The Planning Chief leads the meeting following a fixed agenda to ensure that the meeting is efficient while allowing each organizational element represented to assess and acknowledge the plan.
- The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section’s Resources Unit will have to work with the Logistics Section to fulfill the resource needs.
- At the conclusion of the meeting, the Planning Section Staff indicates when all elements of the plan and support documents must be submitted so the plan can be collated, duplicated, and made ready for the operational period briefing.



## Topic

## Conducting the Planning Meeting



Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Planning Section Chief contributes
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

**Visual Description:** Planning Meeting Activities and Responsibilities

### Key Points

Review the major planning meeting activities below:

- The **Planning Section Chief** gives the situation and resources briefing and conducts the planning meeting.
- The **Incident Commander** states the incident objectives and policy issues.
- The **Operations Section Chief** states the primary and alternative strategies to meet the objectives, with contributions made by the Planning and Logistics Section Chiefs.
- The **Operations Section Chief** specifies reporting locations and additional facilities needed, with contributions from the Logistics Section Chief.
- The **Planning and Logistics Section Chiefs** develop the resources, support, and overhead orders. The Logistics Section Chief places the orders.
- The **Logistics Section Chief** considers additional support requirements needed for communications, traffic, safety, medical, etc., with contributions from the Planning Section Chief.
- The **Planning Section Chief** finalizes the IAP, the Incident Commander approves the IAP, and the General Staff implements the IAP.



### Planning . . . Not Just Paperwork!



*"Plans are nothing; planning is everything."*

Dwight D. Eisenhower

What steps  
can you take to  
ensure an effective  
planning meeting?

Unit 5:  
Planning Process

Visual 5.27

**Visual Description:** President Dwight D. Eisenhower's Quote: Plans are nothing; planning is everything. Discussion question: What steps can you take to ensure an effective planning meeting?

### Key Points

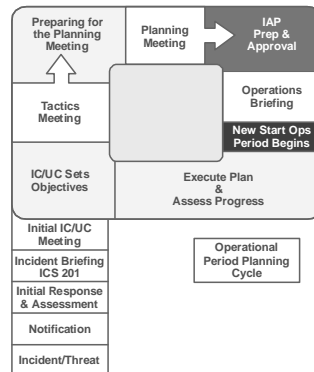
The process used in the planning meeting is as critical as the planning document that results. During the meeting, all parties must indicate their support of the plan from their respective Sections or functions or offer recommendations that address potential problem areas.



**Activity:** Working in your team, identify three steps that can be taken to make sure that planning meetings are effective.



## IAP Preparation and Approval



### Following the planning meeting:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.
- Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.
- Incident Commander approves the IAP.

**Visual Description:** Planning “P” with next step: IAP Preparation and Approval highlighted.

## Key Points

After the planning meeting is held, the following actions are taken to prepare the IAP:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- The **Planning Section** collates, prepares, and duplicates the IAP document for the operational period briefing. The Planning Section will:
  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness and approvals.
  - Determine the number of IAPs required.
  - Arrange with the Documentation Unit to reproduce the IAP.
  - Review the IAP to ensure it is up to date and complete prior to the Operations Briefing and plan distribution.
  - Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new Operational Period.
- The **Resources Unit** coordinates with the Logistics Section to acquire the amount and type of resources needed.
- The Incident Commander reviews and approves the IAP.



### Written IAP Considered

What are the situations when you would consider developing a written Incident Action Plan?

Unit 5:  
Planning Process

Visual 5.29

**Visual Description:** What are the situations when you would consider developing a written Incident Action Plan?

### Key Points

Answer the following question:



What are the situations when you would consider developing a written Incident Action Plan?



### When a Written IAP Is Considered

- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved.



Unit 5:  
Planning Process

Visual 5.30

**Visual Description:** When a Written IAP Is Considered

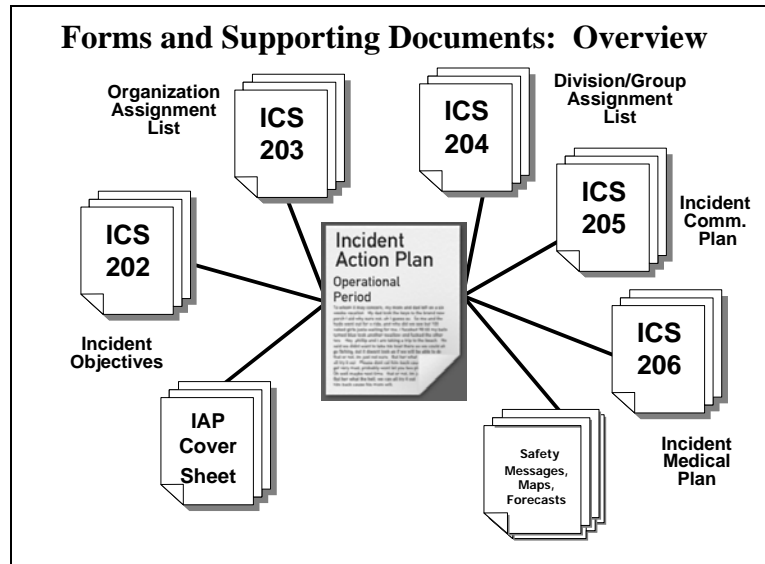
### Key Points

Note the following points:

- For simple incidents of short duration, the IAP most likely will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not warrant a formal planning meeting process as highlighted above.
- Certain conditions may warrant a more formal process. A written IAP should be considered whenever:
  - Two or more jurisdictions are involved in the response.
  - The incident continues into the next operational period.
  - A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
  - It is required by agency policy.
  - A HazMat incident is involved. (required)
- A written IAP provides:
  - A clear statement of objectives and actions.
  - A basis for measuring work effectiveness and cost effectiveness.
  - A basis for measuring work progress and providing accountability.
  - Documentation for post-incident fiscal and legal activities.

## Topic

## IAP Preparation and Approval



**Visual Description:** Forms and Supporting Documents: Overview

**Key Points**

Note the following points:

- The written IAP is a series of standard forms and supporting documents that convey the Incident Commander's and the Operations Section's directions for the accomplishment of the plan for that operational period.
- In some cases, the IAP includes a cover sheet to indicate which forms and supporting documents are included. The IAP Cover Sheet is not an ICS form; however, it is sometimes used to provide a quick overview of the contents of the IAP. The cover sheet may also serve as a checklist to indicate which forms and supporting documents are enclosed as part of the IAP.
- The ICS forms and supporting documents include:
  - IAP Cover Sheet (not an ICS form).
  - ICS 202, Incident Objectives.
  - ICS 203, Organization Assignment List.
  - ICS 204, Division or Group Assignment List.
  - ICS 205, Incident Communications Plan.
  - ICS 206, Incident Medical Plan.
  - Safety Messages, Maps, Forecasts (not ICS forms).

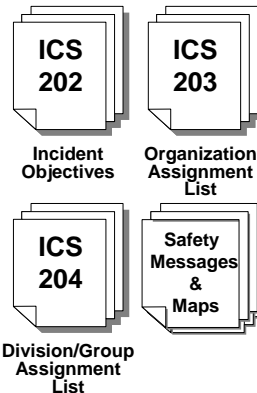
Note: The following visuals provide a more detailed explanation of these forms and supporting documents.



### Are All Forms Used?

The Incident Commander determines which ICS forms and attachments are included in the IAP.

For less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Division Assignment List (ICS 204), a Safety Message, and a map of the incident area.



Unit 5:  
Planning Process

Visual 5.32

**Visual Description:** Forms and Supporting Documents: Overview

### Key Points

Note the following points:

- The Incident Commander makes the final determination regarding which ICS forms, documents, and attachments will be included in the IAP.
- On less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Division Assignment List (ICS 204), a Safety Message, and a map of the incident area.

## Topic

## IAP Preparation and Approval



Operational Period		Incident Objectives	
<b>INCIDENT OBJECTIVES</b>		1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10
		3. TIME PREPARED 1300	
4. OPERATIONAL PERIOD (DATE/TIME) 2-10 1800 to 0600 2-11			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
1. Provide for safety of responders and public (see safety message).			
2. Keep parking lots of critical facilities plowed.			
3. Keep primary routes open (see map).			
4. Sand parking lots and lighted intersections.			

Incident Objectives, ICS Form 202 (1 of 2)

**Visual Description:** Incident Objectives, ICS Form 202 (1 of 2)

### Key Points

The Incident Objectives, ICS Form 202, includes incident information, a listing of the Incident Commander's objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan.



## Topic

## IAP Preparation and Approval



Attachments

**6. WEATHER FORECAST FOR OPERATIONAL PERIOD**  
 Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast.

**7. GENERAL SAFETY MESSAGE**  
 Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat and gloves when outside vehicle.

**8. ATTACHMENTS (✓ IF ATTACHED)**

<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> <u>Weather Forecast</u>
<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____

**9. PREPARED BY (PLANNING SECTION CHIEF)**  
 Alice Walker

**10. APPROVED BY (INCIDENT COMMANDER)**  
 Dan Franklin

ICS 202

General Safety Message      Planning Section Chief Prepares      Incident Commander Approves By Signature

ICS Form 202, Incident Objectives (2 of 2)

**Visual Description:** Incident Objectives, ICS Form 202 (2 of 2)

## Key Points

Note the following information on the Incident Objectives, ICS 202:

- A safety message is included.
- Both the Planning Section Chief and Incident Commander indicate approval with their signatures.

## Sample Incident Objectives, ICS Form 202

<b>INCIDENT OBJECTIVES</b>	1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10	3. TIME PREPARED 1300
4. OPERATIONAL PERIOD (DATE/TIME) 2-10 1800 to 0600 2-11			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES) <ol style="list-style-type: none"> <li>1. Provide for safety of responders and public (see safety message)</li> <li>2. Keep parking lots of critical facilities plowed</li> <li>3. Keep primary routes open (see map)</li> <li>4. Sand parking lots and lighted intersections</li> </ol>			
6. WEATHER FORECAST FOR OPERATIONAL PERIOD  Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast.			
7. GENERAL SAFETY MESSAGE  Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat & gloves when outside vehicle.			
8. ATTACHMENTS (CHECK IF ATTACHED)			
<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> <u>Weather Forecast</u> _____.	
<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____	
<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____	
9. PREPARED BY (PLANNING SECTION CHIEF) Alice Walker		10. APPROVED BY (INCIDENT COMMANDER) Dan Franklin	

## Topic

## IAP Preparation and Approval



ORGANIZATION ASSIGNMENT LIST		9. OPERATIONS SECTION	
1. INCIDENT NAME Winter Storm		CHIEF Jim Mills	
2. DATE PREPARED 2-10		DEPUTY	
3. TIME 1300		a. BRANCH I - DIVISIONS/GROUPS	
4. OPERATIONAL PERIOD (DATE/TIME) 2-10 1800 to 2-11 0600		BRANCH DIRECTOR	
POSITION NAME		DIVISION/GROUP A Jill Hood	
5. INCIDENT COMMANDER AND STAFF		DIVISION/GROUP B Bill Montoya	
INCIDENT COMMANDER Dan Franklin		DIVISION/GROUP C Jose Gomez	
DEPUTY Pam Wetzel		DIVISION/GROUP - Sanding Rob Paulson	
SAFETY OFFICER		DIVISION/GROUP - Parking Lot Andy Anderson	
		b. BRANCH II - DIVISIONS/GROUPS	
		BRANCH DIRECTOR	

Command and General Staff

Operations Supervisors to Division/Group Level

Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff for the operational period.

**Visual Description:** Organization Assignment List, ICS Form 203

## Key Points

The Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff for that operational period.

Answer the following question:



**Why do you think it is important to have a list of management and supervisory staff on one single form?**

Refer to the sample Organizational Assignment List on the next page.

## Sample Organizational Assignment List, ICS Form 203

ORGANIZATION ASSIGNMENT LIST		9. OPERATIONS SECTION	
1. INCIDENT NAME: <b>Winter Storm</b>		CHIEF	<b>Jim Mills</b>
2. DATE PREPARED: <b>2-10</b>		DEPUTY	
3. TIME <b>1300</b>		<b>a. BRANCH I – DIVISIONS/GROUPS</b>	
4. OPERATIONAL PERIOD <b>2-10 1800 to 2-11 0600</b>		BRANCH DIRECTOR	
		DEPUTY	
POSITION	NAME	DIVISION/GROUP <b>A</b>	<b>Jill Hood</b>
5. INCIDENT COMMANDER AND STAFF		DIVISION/GROUP <b>B</b>	<b>Bill Montoya</b>
INCIDENT COMMANDER	<b>Dan Franklin</b>	DIVISION/GROUP <b>C</b>	<b>Jose Gomez</b>
DEPUTY		DIVISION/GROUP <b>Sanding</b>	<b>Rob Paulson</b>
SAFETY OFFICER	<b>Pam Wetzel</b>	DIVISION/GROUP <b>Parking Lot</b>	<b>Andy Anderson</b>
PUBLIC INFORMATION OFFICER		<b>b. BRANCH II – DIVISIONS/GROUPS</b>	
LIAISON OFFICER		BRANCH DIRECTOR	
6. AGENCY REPRESENTATIVES		DEPUTY	
AGENCY	NAME	DIVISION/GROUP	
<b>CCPW</b>	<b>Mike Gilsdorf cell: 420-1398</b>	DIVISION/GROUP	
<b>SDOT</b>	<b>Martha Andrews cell: 421-5439</b>	DIVISION/GROUP	
7. PLANNING SECTION		DIVISION/GROUP	
CHIEF	<b>Alice Walker</b>	<b>c. BRANCH III – DIVISIONS/GROUPS</b>	
DEPUTY		BRANCH DIRECTOR	
RESOURCES UNIT	<b>Tom Fry</b>	DEPUTY	
SITUATION UNIT	<b>Karen Wilson</b>	DIVISION/GROUP	
DOCUMENTATION UNIT	<b>Linda Parks</b>	DIVISION/GROUP	
DEMOBILIZATION UNIT		DIVISION/GROUP	
TECHNICAL SPECIALISTS		DIVISION/GROUP	
<b>NOAA Weather</b>	<b>-378-</b>	DIVISION/GROUP	
		<b>d. AIR OPERATIONS BRANCH</b>	
		AIR OPERATIONS BRANCH DIRECTOR	
8. LOGISTICS SECTION		AIR ATTACK SUPERVISOR	
CHIEF	<b>John Hilman</b>	AIR SUPPORT SUPERVISOR	
DEPUTY		HELICOPTER COORDINATOR	
SUPPORT BRANCH DIRECTOR		AIR TANKER COORDINATOR	
SUPPLY UNIT	<b>Joe Carter</b>	<b>10. FINANCE/ADMINISTRATION SECTION</b>	
FACILITIES UNIT		CHIEF	<b>Carol White</b>
GROUND SUPPORT UNIT	<b>Jesus Martinez</b>	DEPUTY	
SERVICE BRANCH DIRECTOR		TIME UNIT	
COMMUNICATIONS UNIT	<b>Mike Walters</b>	PROCUREMENT UNIT	<b>Sara Thomas</b>
MEDICAL UNIT		COMPENSATION UNIT	
SECURITY UNIT		COST UNIT	
PREPARED BY ( RESOURCE UNIT LEADER) <b>Tom Fry</b>			



**1. BRANCH**

**2. DIVISION/GROUP**  
Parking Lot

**3. INCIDENT NAME**  
Winter Storm

**4. OPERATIONAL PERIOD**  
DATE: 2-10/2-11

**5. OPERATIONAL PERSONNEL**

OPERATIONS CHIEF	Jim Mills	DIVISION/GROUP SUPERVISOR	Andy Anderson
BRANCH DIRECTOR		TACTICAL GROUP SUPERVISOR	

**6. RESOURCES ASSIGNED THIS PERIOD**

EMT LEADER PICK

**Organizational Elements**

**Operations Section Chief**

**Supervisor of this Assignment**

Division/Group Assignment List, ICS Form 204, specifies the Operations Section structure for the operational period. Each Division or Group will have its own page. (1 of 4)

**Visual Description:** Division Assignment List, ICS Form 204 (1 of 4)

## Key Points

Note the following key points:

- The Division Assignment List, ICS Form 204, is based on the organizational structure of the Operations Section for the operational period.
- Each Division or Group will have its own page. This page will list who is supervising the Division or Group, to include Branch Director if assigned.

(Continue to the next visual.)

## Topic

## IAP Preparation and Approval



6. RESOURCES ASSIGNED THIS

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	PERIOD LEADER	NUMBER PERSONS	TRANS NEEDED	PICK UP PT/TIME	DROP OFF PT/TIME
TF #1		Don Wells	3	No	Shop 1700	Shop 0530
Plow #15		Tony Anioti				
Loader #2		Carl Gossard				
TF #2		Mark Jones	3	No	Shop 1700	Shop 0530
Plow #2		Ann Walker				
Loader #7		Paul Drew				
TF #3		Larry Carpenter	3	No	Shop 1700	Shop 0530
Plow #10		Bob Smith				
Loader #4		Gr. Smith				

Resources Assigned

Division/Group Assignment List, ICS Form 204  
(2 of 4)

**Visual Description:** Division Assignment List, ICS Form 204 (2 of 4)

## Key Points

The Division Assignment List, ICS Form 204, includes specific assigned resources with leader name and number of personnel assigned to each resource.

## Topic

## IAP Preparation and Approval



TF #3  
Plow #8  
Loader #6  
John Dietz  
Barry Miller  
Shop

7. CONTROL OPERATIONS

TF #1- Maintain EOC, Stations 1, 2, and Police Station  
TF #2- Maintain Stations 3, 4, and 5  
TF #3- Maintain Stations 6, 7, and Hospital  
TF #4- Staging at Shop

8. SPECIAL INSTRUCTIONS

See site maps for snow pile locations. Maintain less than 6 inches accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.

Assignment and Special Instructions

Division/Group Assignment List, ICS Form 204  
(3 of 4)

**Visual Description:** Division Assignment List, ICS Form 204 (3 of 4)

**Key Points**

The Division Assignment List describes in detail the specific actions that that Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the communications plan that apply to that Division or Group.

## Topic

## IAP Preparation and Approval



**9. DIVISION/GROUP COMMUNICATIONS SUMMARY**

FUNCTION	FREQUENCY	SYSTEM	CHANNEL	FUNCTION	FREQUENCY	SYSTEM	CHANNEL
COMMAND	LOCAL	800 mHz	2J	SUPPORT	LOCAL	800 mHz	3J
	REPEAT				REPEAT		
DIV/GROUND TACTICAL	800 mHz		6J	GROUND TO AIR			
PREPARED BY (RESOURCE UNIT LEADER)		APPROVED BY (PLANNING SECTION)		DATE		TIME	
Tom Fry		Alice Walker		2-10		1500	

ICS 204

Prepared by Resources Unit Lead

Approved by Planning Section Chief

Communications for this Assignment

Division/Group Assignment List, ICS Form 204 (4 of 4)

**Visual Description:** Division Assignment List, ICS Form 204 (4 of 4)

## Key Points

Communications assignments are specified on the Division Assignment List. Information from several forms is integrated on the Division Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocol/frequencies.



**How do you communicate these same elements if an ICS Form 204 is not used?**

Refer to the sample Division Assignment List on the next page.



## Sample Division Assignment List, ICS Form 204

1. BRANCH		2. DIVISION/ GROUP Parking Lot		<b>DIVISION ASSIGNMENT LIST</b>					
3. INCIDENT NAME Winter Storm		4. OPERATIONAL PERIOD DATE: 2-10/2-11 TIME: 1800/0600							
5. OPERATIONAL PERSONNEL									
OPERATIONS CHIEF		Jim Mills		DIVISION/GROUP SUPERVISOR		Andy Anderson			
BRANCH DIRECTOR				TACTICAL GROUP SUPERVISOR					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS NEEDED	PICK UP PT/TIME	DROP OFF PT/TIME			
TF# 1		Don Wills	3	No	Shop 1700	Shop 0530			
Plow# 15 Loader# 2		Tony Anioti Carl Gossard							
TF#2		Mark Jones	3	No	Shop 1700	Shop 0530			
Plow# 2 Loader# 7		Ann Walker Paul Drew							
TF#3		Larry Carpenter	3	No	Shop 1700	Shop 0530			
Plow# 10 Loader# 4		Bob Smith Greg Little							
TF#4		Drew Parish	3	No	Shop 1700	Shop 0530			
Plow# 8 Loader# 6		John Dietz Barry Miller							
7. CONTROL OPERATIONS TF#1- Maintain EOC, Stations 1, 2, and Police Station TF#2- Maintain Stations 3, 4, and 5 TF#3- Maintain Stations 6, 7, and Hospital TF#4- Staging at Shop									
8. SPECIAL INSTRUCTIONS See Site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHANNEL	FUNCTION		FREQUENCY	SYSTEM	CHANNEL
COMMAND	LOCAL	800 mHz		2J	SUPPORT	LOCAL	800 mHz		3J
	REPEAT					REPEAT			
DIVISION/GROUP TACTICAL		800 mHz		6J	Ground to Air				
PREPARED BY (RESOURCE UNIT LEADER) Tom Fry			APPROVED BY (PLANNING SECTION CHIEF) Alice Walker			DATE 2-10		TIME 1500	



INCIDENT RADIO COMMUNICATIONS PLAN			
		1. INCIDENT NAME Winter Storm	
		4. BASE RADIO CHANNEL	
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE
City/County	2J	Command	
City/County	6J	Operations	

Priority 1  
Command to Ops

Priority 2  
Tactical  
Assignments

Incident Communications Plan, ICS Form 205, presents the communications plan for the entire incident.

**Visual Description:** Incident Communications Plan, ICS Form 205

## Key Points

The Incident Communications Plan, ICS Form 205, summarizes the communications plan for the entire incident.



### Why is a communications plan important?

Refer to the sample Communications Plan on the next page.

## Sample Incident Communications Plan, ICS Form 205

<b>INCIDENT RADIO COMMUNICATIONS PLAN</b>			1. INCIDENT NAME Winter Storm	2. DATE/TIME PREPARED 2-10 1300	3. OPERATIONAL PERIOD DATE/TIME 2-10 1800 to 2-11 0600
4. Base Radio Channel Utilization					
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE	ASSIGNMENT	REMARKS
City/County	2J	Command		Command and Operations	
City/County	6J	Operations		Parking Lot Group	
City/County	4J	Operations		Sanding Group	
City/County	8J	Operations		Divisions A and B	
City/County	9J	Operations		Divisions C and D	
City/County	3J	Planning and Logistics		Resource Status Changes and Resource Orders	
5. PREPARED BY ( COMMUNICATIONS UNIT) Mike Walters					

## Topic

## IAP Preparation and Approval



MEDICAL PLAN		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD
		Winter Storm	2-10	1530	2-10 1800 to 0600 2-11
5. INCIDENT MEDICAL AID STATIONS					
MEDICAL AID STATIONS	LOCATION				PARAMEDICS YES NO
Fire Station 1	1171 S. 5th Ave.				✓
Fire Station 2	950 Bellingham Way				✓
Fire Station 4	2100 Main				✓
Fire Station 6	4700 N. 12th Ave.				✓
Fire Station 7	170 West Oakdale				✓
6. TRANSPORTATION					
A. AMBULANCE SERVICES					
ADDRESS		PHONE		MEDICS	
Minor injuries will be treated at closest Medical Aid/Fire Station. Major injuries call 911 for assistance. Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.					
206 ICS 8/78		8. PREPARED BY (MEDICAL UNIT LEADER) John Hilman		10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel	

**Incident Medical Plan, ICS Form 206, describes the medical care to be provided in case of responder medical emergencies.**

Aid Stations  
and Level of  
Service

Instructions,  
if required

**Visual Description:** Medical Plan, ICS Form 206

## Key Points

The Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies.

Answer the following question:



**What are some examples of types of incidents where you would complete a Medical Plan?**

Refer to the sample Medical Plan on the next page.

## Sample Medical Plan, ICS Form 206

<b>MEDICAL PLAN</b>	1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10	3. TIME PREPARED 1530	4. OPERATIONAL PERIOD 2-10 1800 to 2-11 0600				
<b>5. INCIDENT MEDICAL AID STATIONS</b>								
MEDICAL AID STATIONS		LOCATIONS			PARAMEDICS			
					YES	NO		
Fire Station 1		1171 5th Avenue			✓			
Fire Station 2		950 Bellingham Way			✓			
Fire Station 4		2100 Main			✓			
Fire Station 6		4700 N. 12th Ave			✓			
Fire Station 7		170 West Oakdale			✓			
<b>6. TRANSPORTATION</b>								
<b>A. AMBULANCE SERVICES</b>								
NAME		ADDRESS		PHONE	PARAMEDICS			
					YES	NO		
SEE ABOVE								
<b>B. INCIDENT AMBULANCES</b>								
NAME		LOCATION			PARAMEDICS			
					YES	NO		
SEE ABOVE								
<b>7. HOSPITALS</b>								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
Meridian	500 W. Oakdale	15	45	XXX-378-2100	✓		✓	
<b>8. MEDICAL EMERGENCY PROCEDURES</b>								
Minor injuries will be treated at closest Medical Aid/Fire Station.								
Major injuries call 911 for assistance.								
Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.								
206 ICS 8/78		PREPARED BY (MEDICAL UNIT LEADER) LSC John Hilman			10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel			



### **Additional Supporting Documents**

- Maps and incident facility plot plans
- Safety messages
- Detailed weather forecasts
- Other important information for operational supervisors



Unit 5:  
Planning Process

Visual 5.42

**Visual Description:** Additional Supporting Documents

### **Key Points**

Additional supporting documents include the following:

- Maps and incident facility plot plans (plot plans show the facility boundaries, structures, and other landmarks of the property)
- Safety messages
- Detailed weather forecasts
- Other important information for operational supervisors



### Activity: Analyzing an IAP

**Instructions:**

1. The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Manual.
2. Complete the following steps:
  - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents. Use the information presented in this unit to help you critique the plan.
  - As a team, discuss the strengths and weaknesses of the sample plan.
  - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 5:  
Planning Process

Visual 5.43

**Visual Description:** Activity: Analyzing an IAP

### Key Points

**Purpose:** The purpose of this activity is to help you prepare for developing an IAP.

**Instructions:**

1. Working as a team, review the sample Incident Action Plan beginning on the next page.
2. Complete the following steps:
  - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents, using the information provided in this unit to help you critique the plan.
  - As a team, discuss the strengths and weaknesses of the sample plan.
  - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.



**Jot down notes about the format and contents of the Sample IAP.**

## Sample IAP (Page 1 of 9)

<b>INCIDENT OBJECTIVES</b> ICS-202	1. INCIDENT NAME <b>Yorktown</b>	2. DATE PREPARED 08-19-XX	3. TIME PREPARED 0200		
4. OPERATIONAL PERIOD (DATE/TIME) August 19, XXXX, 0600-1800 hours					
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES) <ul style="list-style-type: none"> <li>◆ Assist the Clipper Cruise Line and the USCG in insuring that there are no injuries to the Yorktown Clipper's crew, nor to any of the incident responders.</li> <li>◆ Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.</li> <li>◆ Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the Yorktown Clipper. Plan for contingencies.</li> <li>◆ Prevent damage to natural and cultural resources.</li> <li>◆ Assist the USCG and Clipper Cruise Lines in arranging and carrying out the safe passage of the Yorktown Clipper out of the bay and out of the Park.</li> </ul>					
6. WEATHER FORECAST FOR OPERATIONAL PERIOD A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today. Temperature: 60 to 65 degrees Relative Humidity: 60 to 75% Winds: west @ 10 to 18 knots Seas: 3-foot swells with moderate to heavy chop Sunrise: 0534 AKDT; Sunset: 2040 AKDT Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)					
7. GENERAL/SAFETY MESSAGE (See attached Safety Message)					
8. ATTACHMENTS (CHECK IF ATTACHED) <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;">           X ORGANIZATION LIST (ICS 203)            X DIVISION ASSIGNMENT LISTS (ICS 204)            X COMMUNICATIONS PLAN (ICS 205)            X MEDICAL PLAN (ICS 206)            X INCIDENT MAP         </td> <td style="vertical-align: top;">           — TRAFFIC PLAN            — Other            X WEATHER FORECAST            X Safety Message         </td> </tr> </table>				X ORGANIZATION LIST (ICS 203) X DIVISION ASSIGNMENT LISTS (ICS 204) X COMMUNICATIONS PLAN (ICS 205) X MEDICAL PLAN (ICS 206) X INCIDENT MAP	— TRAFFIC PLAN — Other X WEATHER FORECAST X Safety Message
X ORGANIZATION LIST (ICS 203) X DIVISION ASSIGNMENT LISTS (ICS 204) X COMMUNICATIONS PLAN (ICS 205) X MEDICAL PLAN (ICS 206) X INCIDENT MAP	— TRAFFIC PLAN — Other X WEATHER FORECAST X Safety Message				
9. PREPARED BY (PLANNING SECTION CHIEF) PSC2 08-19-XX (signed)		10. APPROVED BY (INCIDENT COMMANDER) ICT2 08-19-XX (signed)			



## Sample IAP (Page 2 of 9)

ORGANIZATION ASSIGNMENT LIST ICS-203		1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX										
3. TIME PREPARED 0200		4. OPERATIONAL PERIOD DATE August 19, 19XX TIME 0600-1800											
<b>5. INCIDENT COMMANDER AND STAFF</b>  INCIDENT COMMANDER (NPS)    ICT2 Unified Command INCIDENT COMMANDER (USCG)    Xxxx Unified Command INCIDENT COMMANDER (CCL)    Xxxx Unified Command SAFETY OFFICER    ISO2 INFORMATION OFFICER    IOF2 LIAISON OFFICER		<b>9. OPERATIONS SECTION</b>  CHIEF    OSC2 DEPUTY  <b>a. BRANCH I - DIVISIONS/GROUPS</b>  BRANCH DIRECTOR DEPUTY GROUP: Vessel Stabilization    Aaron Cartright (USCG) GROUP: Nat. Resc. Assessmnt    Carol Brandon (NPS) GROUP: Salvage/Removal    Tyrone Jefferson (USCG) GROUP:											
<b>6. AGENCY REPRESENTATIVES</b>  <table border="1"> <thead> <tr> <th>AGENCY</th> <th>NAME</th> </tr> </thead> <tbody> <tr> <td>NTSB</td> <td>Nick Prop</td> </tr> <tr> <td>AK DEC</td> <td>Shirley Hanson</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		AGENCY	NAME	NTSB	Nick Prop	AK DEC	Shirley Hanson					<b>b. BRANCH II - DIVISIONS/GROUPS</b>  BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP	
AGENCY	NAME												
NTSB	Nick Prop												
AK DEC	Shirley Hanson												
<b>7. PLANNING SECTION</b>  CHIEF    PSC2 DEPUTY RESOURCES UNIT LEADER SITUATION UNIT LEADER DOCUMENTATION UNIT DEMOBILIZATION UNIT  TECHNICAL SPECIALISTS - Oil Spill    Cordell Royball - Investigator    Russ Williams - Investigator    Sherrie Collingsworth		<b>c. BRANCH III - DIVISIONS/GROUPS</b>  BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP											
<b>8. LOGISTICS SECTION</b>  CHIEF    LSC2 DEPUTY  <b>a. SUPPORT BRANCH</b>  DIRECTOR SUPPLY UNIT FACILITIES UNIT GROUND SUPPORT UNIT  <b>b. SERVICE BRANCH</b>  DIRECTOR COMMUNICATIONS UNIT    Mike Lewin MEDICAL UNIT    Rick Patton FOOD UNIT		<b>d. AIR OPERATIONS BRANCH</b>  AIR OPERATIONS BRANCH DIR. AIR TACTICAL GROUP SUPER. AIR SUPPORT SUPERVISOR HELICOPTER COORDINATOR    John Range (USCG) AIR TANKER COORDINATOR  <b>10. FINANCE SECTION</b>  CHIEF    FSC2 DEPUTY TIME UNIT    Will Wayne PROCUREMENT UNIT COMPENSATION/CLAIMS UNIT COST UNIT    LaVell Bannister											
PREPARED BY (PSC2) (signed) 08-19-XX													

## Sample IAP (Page 3 of 9)

1. BRANCH <b>X</b>		2. GROUP <b>Vessel Stabilization</b>		<b>ASSIGNMENT LIST</b> ICS-204					
3. INCIDENT NAME Yorktown Clipper Exercise			4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800						
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Aaron Cartright (USCG)			BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR						
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME				
Boom operations	Joe Pecard	3	Y	Shag Cove/ 0730	BC Docks/ 0600				
Pump operations	Jason Ward	3	Y	Shag Cove/ 0730	BC Docks/ 0600				
Radio crew	Shep Watson	2	y	Shag Cove/ 0730	BC Docks/ 0600				
7. OPERATIONS  --Assist the Coast Guard and the ship's crew in insuring the safety of the crew by assuring that everyone wears prescribed safety equipment and crew is not directly exposed to hazardous or toxic materials. --Assist the Communications Unit Leader with the installation of a radio repeater. --Maintain boom material currently in place. Assure that it continues to contain hazardous materials. --Operate pumps on board the YC to continue to reduce flooded compartments. --Prevent, if possible, the discharge of any additional hazardous materials into the bay waters.									
8. SPECIAL INSTRUCTIONS Complete a Unit Log. Debrief at the end of the operational period.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825	GLBA	2	GROUND TO AIR		168.575	GLBA	8
		157.100	GLBA	6					
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)			DATE 08/09/xx	TIME 0200	

## Sample IAP (Page 4 of 9)

1. BRANCH		2. GROUP		<b>ASSIGNMENT LIST</b>					
X		Natural Resources Assessment		ICS-204					
3. INCIDENT NAME Yorktown Clipper Exercise				4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Carol Brandon				BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME		PICK UP POINT/TIME			
Biotech Team 1	Bud Ricer	2	Y	Shag Cove/ 0730		BC Docks/ 0600			
NR Planning	Gail Irvington	3	N						
Biotech Team 2	Steve Taggart	2	Y	Gustavis Airport/ 1100		Gustavis Airport/ 0700			
7. OPERATIONS									
<p>Develop contingency plans for the following:</p> <ul style="list-style-type: none"> <li>--Fuel spill while the vessel remains in Shag Cove.</li> <li>--Fuel spill during the movement of the vessel from Shag Cove out of the park.</li> <li>--Fuel spill in Bartlett Cove if the vessel is stored there.</li> <li>--Catastrophic structural failure of the vessel resulting in it sinking.</li> </ul> <p>Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore. Conduct aerial survey of the bay; map bird concentrations.</p>									
8. SPECIAL INSTRUCTIONS									
Complete a Unit Log. Debrief at the end of operational period.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL		167.200	NIFC	11	GROUND TO AIR		168.575	GLBA	8
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)				DATE 08/09/xx	TIME 0200

## Sample IAP (Page 5 of 9)

1. BRANCH <b>X</b>		2. GROUP <b>Vessel Salvage/Removal</b>		<b>ASSIGNMENT LIST</b> ICS-204					
3. INCIDENT NAME Yorktown Clipper Exercise			4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800						
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Duane Pickerell (USCG)			BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR Xxxx Xxxxx						
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR		LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME			
Dive operations		Tyrone Jefferson (USCG)	8	N					
7. OPERATIONS --Conduct repairs on the hull of the YC sufficient to allow the vessel to be moved safely out of the Park and to a designated repair facility. --Prevent, if possible, the discharge of any hazardous materials into the bay waters.									
8. SPECIAL INSTRUCTIONS Complete a Unit Log. Debrief at the end of the operational period.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION	FREQUENCY	SYSTEM	CHAN.	
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR	168.575	GLBA	8	
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)			APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)			DATE 08/09/xx		TIME 0200	

## Sample IAP (Page 6 of 9)

INCIDENT RADIO COMMUNICATIONS PLAN ICS - 205				1. INCIDENT NAME Yorktown	1. PREPARED DATE 08-19-XX TIME 0200	1. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS	
NIFC	1	Command	166.200	Command and General Staff and Group Supervisors		
GLBA	2	Local on YC	166.825	Local on YC	Internal communications on YC	
GLBA	3	Logistics	166.300	Logistics		
NIFC	5	Tactical (through Repeater)	166.500	Group Supervisors on YC	Communications between YC and ICP	
GLBA	6	Tactical w/ USCG	157.100	Command and USCG	Group Supervisors scan this frequency	
GLBA	7	Tactical	166.600	Investigation		
GLBA	8	Air-Ground	168.575	Aircraft Observation Dispatch	Flight Following	
NIFC	11	Tactical (through Repeater)	167.200	NR Assessment Group		
5. PREPARED BY (COMMUNICATIONS UNIT) LSC2 (signed)						

## Sample IAP (Page 7 of 9)

<b>MEDICAL PLAN</b> ICS-206	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD				
	Yorktown	08-19-XX	0200	08/19/xx 0600 - 1800				
5. INCIDENT MEDICAL AID STATIONS								
MEDICAL AID STATIONS	LOCATION	PARAMEDICS						
		YES	NO					
NPS EMT's	Yorktown Clipper	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
NPS - GLBA HQ	Bartlett Cove	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Gustavus Emergency Response	Gustavus PHONE 697-2333	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
6. TRANSPORTATION								
A. AMBULANCE SERVICES								
NAME	ADDRESS	PHONE	PARAMEDICS					
			YES	NO				
Gustavus Emergency Response	Gustavus	697-2333	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
B. INCIDENT AMBULANCES								
NAME	LOCATION	PARAMEDICS						
		YES	NO					
None		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
7. HOSPITALS								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
Bartlett Memorial	3260 Hospital Drive, Juneau	1 hr	n/a	586-8427	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. MEDICAL EMERGENCY PROCEDURES								
If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.								
Contact GLBA Dispatch in the event of ANY injury.								
9. PREPARED BY (MEDICAL UNIT LEADER) LSC2 (signed)					10. REVIEWED BY (SAFETY OFFICER) ISO2 (signed)			

## Sample IAP (Page 8 of 9)

## YORKTOWN

08-19-xx  
0600 - 1800**SAFETY MESSAGE**

All personnel working on the Yorktown Clipper Incident must be aware of the following hazards and take appropriate mitigation measures:

- Individuals working aboard the Yorktown Clipper must be aware of:
  1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associated with these materials.

**HEALTH:**

**Inhalation:** Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches and stupor.

**Ingestion:** Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.

**Skin Exposure:** The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

**FIRST AID:**

1. Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
2. If ingested, do NOT induce vomiting. Give water to dilute.
3. For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
4. **In all cases, get medical advice and medical attention as soon as possible.**

**FIRE:** If small, use dry chemical, CO<sub>2</sub>, foam or water spray. If large, evacuate immediately.

2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.
  3. Rubber gloves and protective clothing must be worn at all times by those entering the damaged areas of the vessel. Respiratory equipment is also required.
- For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.
  - All personnel on boats must wear PFD's at all times, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

**THINK, AND ACT, SAFELY**

## Sample IAP (Page 9 of 9)

Weather  
August 18, XX

Temperature: 68 to 75 degrees  
Relative Humidity: 45 to 60 %  
Winds: east 5-10 knots  
Seas: 2 foot swells with moderate chop  
Sunrise: 0531 AKDT; Sunset: 2042 AKDT  
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather  
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees  
Relative Humidity: 60 to 75%  
Winds: west, 10 to 18 knots  
Seas: 3 foot swells with moderate to heavy chop  
Sunrise: 0534 AKDT; Sunset: 2040 AKDT  
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

Weather  
August 20, XX

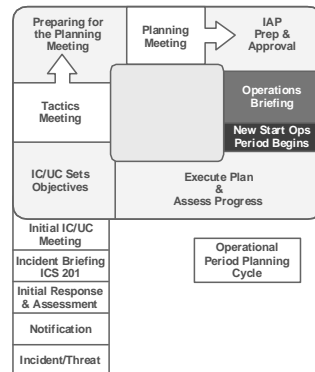
Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees  
Relative humidity: 85 to 100%  
Winds: west to southwest, 15 to 20 knots with stronger gusts.  
Seas: 3 to 5 foot swells with moderate to heavy chop.  
Sunrise: 0536 AKDT; Sunset: 2037 AKDT  
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)





## Operational Period Briefing



The operational period briefing:

- May be referred to as the shift briefing.
- Is conducted at the beginning of each operational period.
- Presents the IAP to supervisors of tactical resources.
- Should be concise.

**Visual Description:** Planning “P” with the next step: Operational Period Briefing highlighted

### Key Points

The operational period briefing (also known as the operations briefing or the shift briefing) is the next step in the incident planning process.

Note the following points about the operational period briefing:

- May be referred to as the operations briefing or the shift briefing.
- Is conducted at the beginning of each operational period. Immediately prior to the start of the new operational period, all of the supervisors of the tactical resources to be employed during that period should attend an operational period briefing. In some cases, all of the tactical personnel should attend if they can be accommodated.
- Presents the Incident Action Plan to supervisors of tactical resources. The main purpose is to present the IAP to these individuals. Staff members will be briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, staff members will have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.
- Should be concise. The Planning Section Chief facilitates the briefing following a concise agenda.

Following the operational period briefing, Supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.



### Operational Period Briefing: Agenda (1 of 4)



- **Planning Section Chief:** Reviews the agenda and facilitates the briefing.



- **Incident Commander:** Presents incident objectives or confirms existing objectives.

**Note:** Objectives may be presented by the Planning Section Chief.

Unit 5:  
Planning Process

Visual 5.45

**Visual Description:** Operational Period Briefing Agenda (1 of 4)

### Key Points

Note the following points about the operational period briefing agenda:

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents the incident objectives or confirms existing objectives.

Note that the objectives may also be presented by the Planning Section Chief.



### Operational Period Briefing: Agenda (2 of 4)



- **Current Operations Section Chief:** Provides current assessment and accomplishments.



- **Oncoming Operations Section Chief:** Covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

Unit 5:  
Planning Process

Visual 5.46

**Visual Description:** Operational Period Briefing Agenda (2 of 4)

### Key Points

Note the following points about the operational period briefing agenda:

- The current Operations Section Chief provides a current assessment of the incident and identifies the accomplishments.
- If applicable, the oncoming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

## Topic

## Conducting the Operational Period Briefing

**Operational Period Briefing: Agenda (3 of 4)**

- **Technical Specialists:** Present updates on conditions affecting the response (weather, fire behavior, environmental factors).



- **Safety Officer:** Reviews specific risks to operational resources and the identified safety/mitigation measures.



- **Special Operations:** Briefs on Air Operations (if activated).

Unit 5:  
Planning Process

Visual 5.47

**Visual Description:** Operational Period Briefing Agenda (3 of 4)

**Key Points**

Note the following points about the operational period briefing agenda:

- Technical specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- The Safety Officer reviews specific risks to operational resources and the identified safety and mitigation measures.
- Special Operations briefs on air operations, if activated.

## Topic

## Conducting the Operational Period Briefing

**Operational Period Briefing: Agenda (4 of 4)**

- **Specific Section Chief/Unit Leaders:** Present information related to ensuring safe and efficient operations.



- **Incident Commander:** Reiterates his or her operational concerns and directs resources to deploy.



- **Planning Section Chief:** Announces next planning meeting and operational period briefing. Adjourns the meeting.

Unit 5:  
Planning Process

Visual 5.48

**Visual Description:** Operational Period Briefing Agenda (4 of 4)

**Key Points**

Note the following points about the operational period briefing agenda:

- Specific Section Chiefs or Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander reiterates his or her operational concerns and directs resources to deploy.
- The Planning Section Chief announces the next planning meeting and operational period briefing, and adjourns the meeting.

A sample operational period briefing agenda can be found on the next page.

**Sample Operational Period Briefing Agenda**

A sample operational period briefing agenda is included below. Use this sample agenda as a guide for the operational period briefing (also known as the operations briefing or shift briefing).

**1. Situation Update**

The Planning Section Chief provides an update of the incident, including the:

- Status of current tactical assignments.
- Response issues.
- New tactical assignments.
- Projections that may impact the next operational period.

**2. Plan Review**

The plan review may include last-minute “pencil” changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.

**3. Discussion of Logistical Support Details**

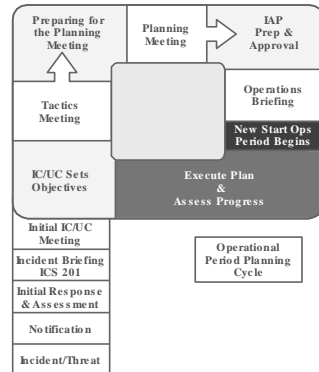
This item should include a review of transportation, communications, and medical plans, as well as plans for feeding and resting personnel.

**4. Review of Safety Message**

This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.



### Operational Period Briefing



- Supervisors conduct team briefings with their assigned resources in order to implement operational assignments.
- Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next operational period.

**Visual Description:** Planning “P” with the next step: Execute Plan and Assess Progress highlighted.

### Key Points

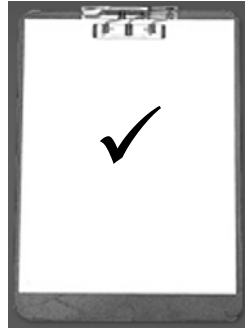
The next step in the incident planning process is to execute the plan and assess progress.

Note the following points:

- The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.
- The plan is evaluated at various stages in its development and implementation:
  - First, all members of the Command and General Staffs review the final plan document and correct any discrepancies.
  - Next, during the implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and on task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.
  - Finally, the Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.



### Briefing Checklist



- ✓ Situation
- ✓ Mission/Execution
- ✓ Communications
- ✓ Service/Support
- ✓ Risk Management
- ✓ Questions or Concerns

Unit 5:  
Planning Process

Visual 5.50

**Visual Description:** Briefing Checklist

### Key Points

A briefing may contain the following points:

- Situation
- Mission/Execution
- Communications
- Service/Support
- Risk Management
- Questions or Concerns





### Applied Exercise: Planning Process

**Instructions:** Working as a team:

1. Review the scenario update, scenario objectives, and tactical recommendations in your Student Manuals.
2. Discuss the hazard and strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (ICS 215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing and be prepared to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Unit 5:  
Planning Process

Visual 5.51

**Visual Description:** Applied Exercise: Instructions

### Key Points

Refer to the following exercise instructions:

Working as a team:

1. Review the scenario update, scenario objectives, and tactical recommendations in your Student Manuals.
2. Discuss the hazard and strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (ICS 215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing. Select a spokesperson to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Turn to the scenario materials beginning on page 5-74.



### Applied Exercise: Scenario Update

After receiving the report from the technical specialists, command accepts the strategic recommendations made in the report, determines that additional resources are needed for evacuation, air monitoring, and scene security, and expands the evacuation area to 2.25 miles downwind (east) of the derailment.

Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours.

**Note:** Refer to the Incident Briefing, ICS Form 201 developed in the previous unit!

Unit 5:  
Planning Process

Visual 5.52

**Visual Description:** Applied Exercise: Scenario Update

### Key Points



Jot down notes as you discuss the hazard and strategy recommendations and select a course of action with your team.



### Applied Exercise: Incident Objectives

The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Unit 5:  
Planning Process

Visual 5.53

**Visual Description:** Applied Exercise: Incident Objectives

### Key Points



Jot down notes as your team determines resource requirements.

## Topic

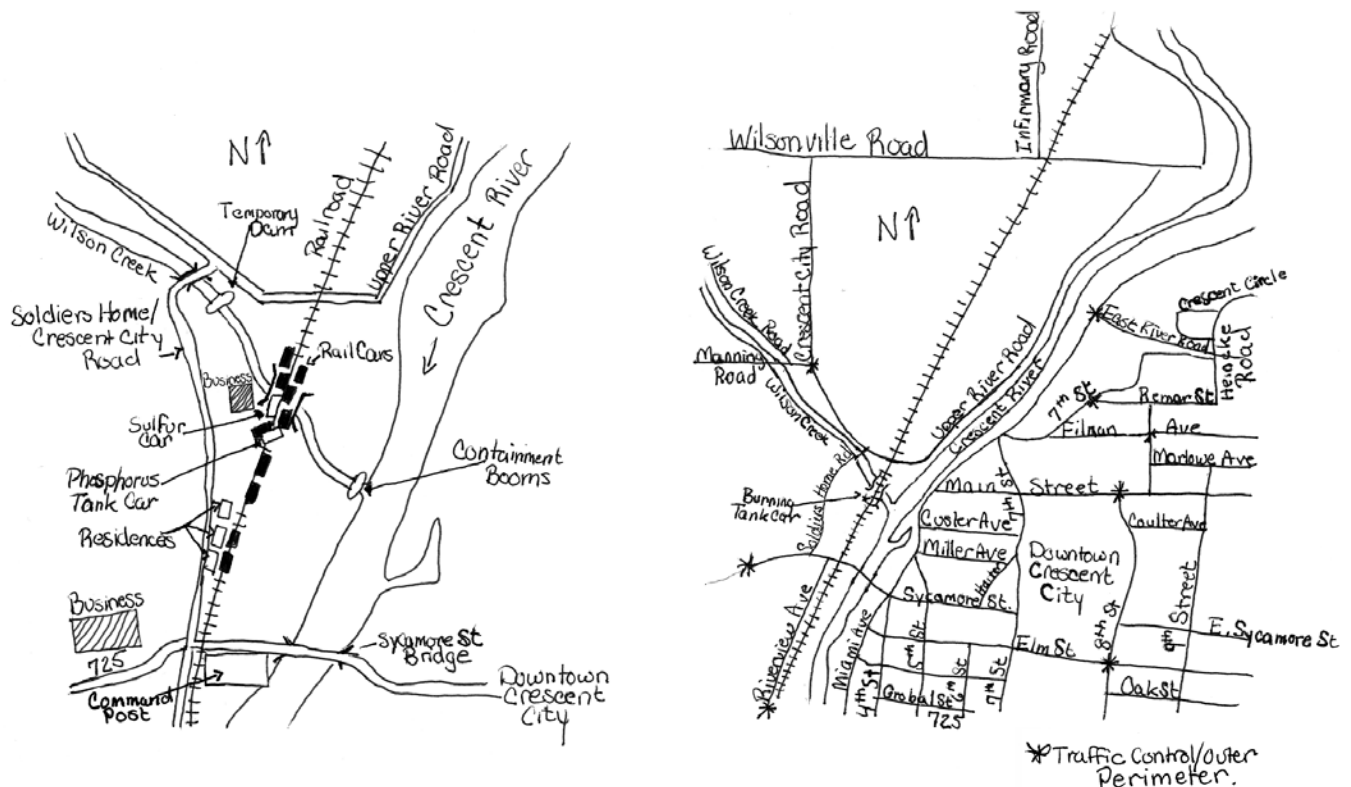
## Scenario Materials (1 of 5)

## Scenario Update

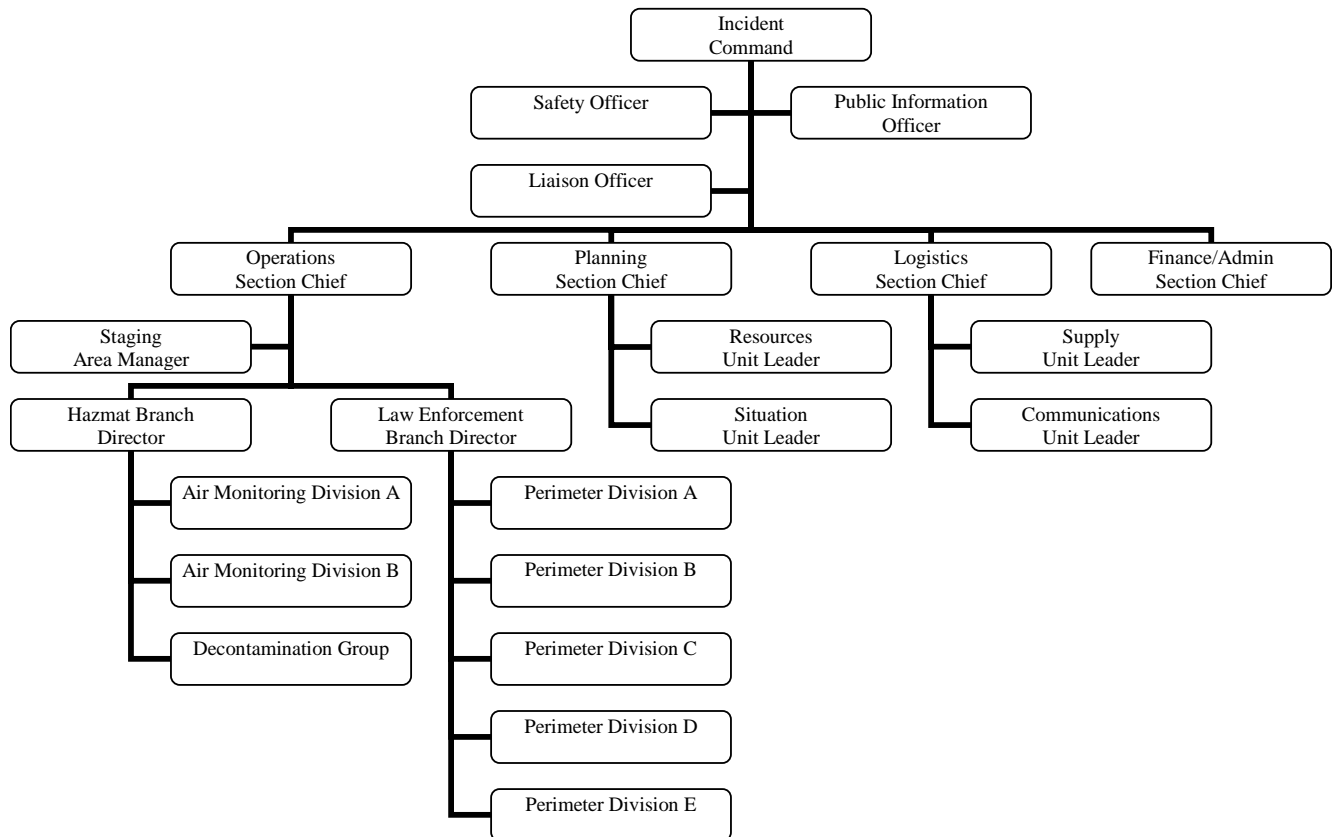
After receiving the report from the Technical Specialists, Command accepts the strategic recommendations made in the report; determines that additional resources are needed for evacuation, air monitoring, and scene security; and expands the evacuation area to 2.25 miles downwind (east) of the derailment. Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours. The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

## Incident Maps



## Organizational Structure for the Next Incident Period



## Resources Ordered After Initial Assessment

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
8 police/marked vehicles			X	Outer perimeter (see map)
HazMat Team	CC/LC Hazmat 1		X	ICP
10-20 passenger buses			X	To staging/Evac Divs A & B
Engines (3)	ME 1,2,3		X	Evac Div A
Trucks (2)	MT 1,2		X	Evac Div A
Engines (3)	OF 1,2,3		X	Evac Div B
Trucks (2)	OTR 1, OTR 2		X	Evac Div B
Engine/master-stream	OF 4		X	Fog stream or plume

## Resources

Resource	Kind	Number & Type
Crescent City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Wilsonville Police	Patrol Car	4 marked units: P-1, P-2, P-3, and P-4
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Crescent City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Other Local Fire	Engine Company Truck Company Rescue Company	5 companies: OF-1, OF-2, OF-3, OF-4, and OF-5 3 companies: OTR-1, OTR-2, and OTR-3 1 company: OHR-1
Crescent City EMS	BLS ALS Medivac Off-duty Personnel (full time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Crescent City Public Works	Front-End Loaders Dump Trucks	3 4
Other Local EMS	BLS ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2
Other Local Resources	Crescent City/Liberty County Regional Hazmat Team School Buses Electrical Utility Company Gas Company	1 12 2 4
Available through Mutual Aid with adjacent counties and their communities	Engine Company Truck Company Patrol Car County Dump Truck Front-End Loader Bulldozer Crime Scene Investigation County and State Engineer	6 4 12 5 2 2 1 unit 3

**Additional Available Resources****National Guard:**

80 personnel  
5 five-ton trucks  
1 engineer unit with 8 personnel  
2 heavy front-end loaders  
1 bulldozer

**Air Operations:**

2 Black Hawk helicopters and support assets capable of basic medical transport  
3 State Police helicopters, MEDIVAC equipped

**State Police:**

15 marked units  
Hazardous Materials Response Team

**Incident Communications**

Crescent City and Liberty County have a shared 800 MHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

The railroad company does not share a radio frequency or talk group with any of the above.

Crescent City General Hospital is 10 minutes flight time, 45 minutes driving time away from the incident. Operations has kept 1 ALS and 2 BLS ambulances in Staging.

**Strategies/Tactics**

**The Technical Specialists have completed their research.** Their report describes the hazards and lists five options:

**Hazard Analysis:** When burned in dry air, white phosphorus generates phosphoric anhydride (phosphoric acid) as a by-product of combustion. In addition to being corrosive to skin and tissue, exposure to phosphoric anhydride may cause severe gastrointestinal irritation, nausea, vomiting, and breathing difficulties.

Because the phosphorus car and the molten sulfur car are both breached, the resultant combined products of combustion are also of concern. These include phosphorus pentasulfide, which is readily converted in the presence of moisture, to hydrogen sulfide gas and phosphoric acid. Hydrogen sulfide is a rapid systemic poison that induces respiratory paralysis with consequent asphyxia at high concentrations. Serious health effects such as central nervous system distress, pulmonary edema, and gastrointestinal disturbances may be observed at lower concentrations. Samples indicate that the two products have combined.

In addition to the hazards presented by the sulfur and phosphorus, the tallow also presents an environmental problem. Tallow coats the gills of fish. Tallow has entered Wilson Creek, and dead fish are already present.

Strategic/Tactical Option	Analysis
1. Patch phosphorus tanker.	<b>Not recommended.</b> Tear is too extensive, success uncertain, and hazards to responders too great.
2. Foam phosphorus tanker.	<b>Not recommended.</b> Adequate amounts of foam will take 48-72 hours to arrive.
3. Bury tanker in wet sand or dirt.	<b>Not recommended.</b> Car cannot be moved safely without potential of catastrophic breach and release. Car is pre-1970 construction and predates additional safety regulations imposed at that time.
4. Continue current strategy.	<b>Not recommended.</b> Water supply is not adequate to provide enough water to control fire, and does nothing to promote resolution of the incident. In addition, more water will continue to erode the bridge abutment, and increase the contamination in Wilson Creek. Fog stream causes caustic by-products to form, endangering responders and the environment.
5. Conduct controlled burn-off until amount of phosphorus has been reduced to the point where car can be moved safely.	<b>Recommended.</b> Rate of burn will depend on surface area exposed to oxygen. At current rate of burn, estimated time to burn off remaining phosphorus is 36-48 hours.  At current rate of burn and projected weather conditions, negative health effects are possible up to 2 miles downwind. Population in impact area: 3,000.  Special considerations: City Hall, Police Department, and Fire Station 1/Administration buildings are within the 2-mile zone. Crescent City General Hospital is .25 miles outside the 2-mile zone. Custer Circle Assisted Living Center is within the 2-mile zone.





**Jot down notes as the teams present their briefings.**



### Summary (1 of 3)

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?

Unit 5:  
Planning Process

Visual 5.54

**Visual Description:** Summary (1 of 3)

### Key Points

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?



### Summary (2 of 3)

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?

Unit 5:  
Planning Process

Visual 5.55

**Visual Description:** Summary (2 of 3)

### Key Points

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?



### Summary (3 of 3)

Are you now able to:

- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

Unit 5:  
Planning Process

Visual 5.56

**Visual Description:** Summary (3 of 3)

### Key Points

Are you now able to:

- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

The next unit presents information on managing incident resources.